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## The Influence of Organizational Communication and Employee Integrity on the Service Quality of Junior High School Teachers in Tungkal Ilir Subdistrict in Enhancing the Public Image of the Department of Education and Culture of Tanjung Jabung Barat Regency

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**Abstract:** This study has several objectives, including: 1) To describe organizational communication, integrity, service quality and image of public institutions at the Department of Education and Culture of West Tanjung Jabung Regency; 2) To analyze the influence of organizational communication on service quality; 3) To analyze the influence of integrity on service quality; 4) To analyze the influence of organizational communication on the image of public institutions; 5) To analyze the influence of integrity on the image of public institutions; 6) To analyze the influence of service quality on the image of public institutions; 7) To analyze the influence of organizational communication through service quality on the image of public institutions; and 8) To analyze the influence of integrity through service quality on the image of public institutions. This research was conducted at the Education and Culture Office of West Tanjung Jabung Regency. The population was 125 teachers at SMPN Tungkal Ilir District, West Tanjung Jabung Regency. The sample size used Slovin's theory with a 5% margin of error, resulting in 96 teachers. This research employed a quantitative approach with a survey method and Partial Least Square (PLS) data analysis. The results of the study indicate that organizational communication and integrity have an influence on the image of public institutions, both directly and indirectly through the quality of service at the Education and Culture Office of West Tanjung Jabung Regency. This indicates that the Education and Culture Office of West Tanjung Jabung Regency is able to build effective internal communication and uphold the integrity of its employees will more easily form a positive image in the eyes of the public. Thus, the image of a public institution is not only determined by its external appearance, but also by how the institution communicates and upholds the values of honesty in providing services to the public.

**Keyword:** Organizational Communication, Integrity, Service Quality and Image of Public Institutions.

## INTRODUCTION

Management is an essential discipline in every organization, including in the public sector such as government institutions. Robbins and Coulter (2018) explain that management involves the processes of planning, organizing, directing, and controlling resources to achieve organizational goals. Within government institutions, effective management practices play a significant role in improving public service delivery (Denhardt & Denhardt, 2015).

One of the key aspects of public management is service delivery to the community. Osborne et al. (2013) emphasize that public service is not merely about fulfilling administrative duties, but also about earning the trust and satisfaction of citizens toward the government. Responsive, fair, and transparent services are essential for building the legitimacy and positive image of government institutions.

In the local context, the Department of Education and Culture of Tanjung Jabung Barat Regency holds a significant responsibility in providing optimal services to teachers, who serve as the frontline of education. The number of teachers in the region has increased from year to year, particularly in public junior high schools in the Tungkai Ilir District, which now has a recorded total of 125 teachers. This increase demands improvements in the service system to ensure that teachers' needs are addressed promptly and accurately (Department of Education and Culture, Tanjung Barat, 2025).

However, various issues are still present, such as delays in administrative processes, lack of two-way communication, and low transparency in services. According to the Individual Performance Indicator (IPI) data from 2020 to 2024, several service aspects such as response time and transparency are still rated as moderate and even rank among the lowest-scoring areas (Department of Education and Culture, Tanjung Barat, 2025). This indicates that the quality of service still needs significant improvement.

In addition to organizational communication, the integrity of public officials is also a crucial element in supporting service quality. Nasucha (2014) defines integrity as the alignment between words and actions, grounded in the values of honesty, responsibility, and work ethics. High integrity among employees fosters services that not only comply with administrative procedures but also uphold moral values and public accountability.

Therefore, fostering positive employee integrity is a crucial step in enhancing service effectiveness in the public sector. This is because employees with high integrity carry out their duties consistently, fairly, honestly, and responsibly. As a result, the services provided not only comply with procedures but also reflect moral values and ethical standards of public service. This is important because services lacking integrity will only lead to superficial administrative compliance without delivering meaningful quality to service recipients.

The urgency of this research lies in the importance of encouraging government institutions particularly the Department of Education and Culture of Tanjung Jabung Barat Regency to continuously improve the quality of their services as a form of public accountability. In an era of information transparency and increasing public demand for fast, accurate, and transparent services, the quality of public service is not only a measure of technical performance but also a key factor in shaping the public's perception and trust in government institutions.

Field observations frequently reveal that there are still public complaints regarding slow services, poorly communicated information, and unresponsive attitudes from government officials. These issues can often be traced back to weak organizational communication and a lack of integrity among personnel, ultimately leading to negative public perceptions of the institution. Therefore, this study is important to empirically examine the extent to which organizational communication and staff integrity influence service quality, and how they ultimately contribute to enhancing the public image of the institution.

Furthermore, this research is relevant as a strategic input for bureaucratic reform at the regional level, particularly in the education and cultural service sectors that directly impact the broader public. By understanding the relationships between variables scientifically, the relevant institutions can formulate more targeted internal policies such as improving the communication competencies of personnel, strengthening a culture of integrity, and conducting a comprehensive evaluation of the existing service systems.

Thus, this research not only provides a theoretical contribution to the development of public administration science but also offers practical value in supporting the implementation of a clean, effective, and publicly trusted government. It is expected that this study can serve as a reference for enhancing the accountability of civil servant performance, strengthening internal communication systems, and building a positive and professional image of public institutions in the eyes of the people of Tanjung Jabung Barat Regency.

## **METHOD**

This study uses a quantitative approach with a survey method, collecting data through questionnaires distributed to public junior high school teachers in Tungkal Ilir District, Tanjung Jabung Barat Regency. The aim of the study is to determine the influence of organizational communication and integrity on service quality and their impact on the image of public institutions. The quantitative approach was chosen because it allows for a systematic and objective depiction of the relationships between variables (Sugiyono, 2019).

The population in this study consists of all public junior high school teachers in Tungkal Ilir District, totaling 125 individuals. To determine the sample size, Slovin's formula was used with a 5% margin of error, resulting in a sample of 96 teachers. This sample was proportionally drawn from the four public schools in the district (Umar, 2015).

The data used in this study consist of both primary and secondary data. Primary data were obtained through questionnaires completed by respondents, while secondary data were gathered from institutional documents, books, journals, and other literature sources that support the research (Ferdinand, 2016). The questionnaire was developed using a Likert scale ranging from 1 to 5, measuring the extent to which respondents agreed with statements related to the variables studied (Indriantoro & Supomo, 2016).

The four main variables examined in this study are organizational communication, integrity, service quality, and public institution image. Organizational communication is measured through the dimensions of downward, upward, horizontal, and cross-channel communication (Pace & Faules, 2020). Integrity includes aspects such as honesty, commitment, discipline, and compliance with regulations (Spencer & Spencer, 2019). Service quality is assessed based on the five SERVQUAL dimensions: reliability, responsiveness, assurance, empathy, and tangible evidence (Zeithaml et al., 2018). Meanwhile, the image of the institution is measured through aspects of reputation, personality, values, and organizational identity (Ardianto, 2018).

The collected data were analyzed in two stages. First, descriptive analysis was used to describe the condition of each variable based on the respondents' average scores. Second, a verification analysis was conducted using the Partial Least Squares – Structural Equation Modeling (PLS-SEM) technique, which was chosen because it allows for the analysis of complex relationships between variables, even with a relatively small sample size (Hair et al., 2017). This technique also enables the testing of validity, reliability, as well as the strength and direction of relationships among variables within the research model.

## **RESULTS AND DISCUSSION**

### **Respondent Characteristics**

This study involved 96 respondents, who are teachers at public junior high schools in the Tungkal Ilir District, Tanjung Jabung Barat Regency (TanjabBar). These respondents provided

assessments and feedback regarding the services and image of the TanjabBar Education Office. The description of respondent characteristics in this study is summarized in the following table:

**Table 1. Respondent Profile**

No	Profil Responden	Amount	Percentage (%)
1	<b>Gender</b>		
	Man	37	38,5
	Woman	59	61,5
2	<b>Age Group (Years)</b>		
	< 30	12	12,5
	31 – 40	66	68,8
	41 – 50	11	11,5
	> 51	7	7,3
3	<b>Education</b>		
	Bachelor	90	93,8
	Masters	6	6,3

Source: Questionnaire data processing results (2025).

### Descriptive Research Variables

Descriptive statistics for the research variables were used to determine the extent to which the indicators, presented as questionnaire items, represented each variable in this study namely organizational communication, competence, service quality, and the image of public institutions at the Education Office of TanjabBar Regency using a Likert scale. The data analysis activities included grouping the data, tabulating it, presenting the data for each researched variable, performing calculations to address the research questions, and conducting statistical tests to examine the proposed hypotheses.

**Table 2. Descriptive Research Variables**

No	Variable	Total Score	Range Score	Information
1	Organizational communication ( $X_1$ )	3.968	3.590,4 – 4.435,1	Good
2	Integrity ( $X_2$ )	3.928	3.590,4 – 4.435,1	Tall
3	Service quality (Y)	4.277	3.916,8 – 4.838,3	Good
4	Image of public agencies (Z)	3.905	3.590,4 – 4.435,1	Good

Source: Questionnaire data processing results (2025).

### Data Analysis Results

#### a. Reflective Construct Measurement Model Test Results (Outer Model)

The measurement model aims to represent the relationship between constructs and their corresponding indicator variables (commonly referred to as the outer model in PLS-SEM). The measurement model explains how the constructs are measured and whether they are valid and reliable by assessing convergent validity, discriminant validity, and construct reliability (Hair et al., 2017). The outer model diagram in SmartPLS is shown as follows:

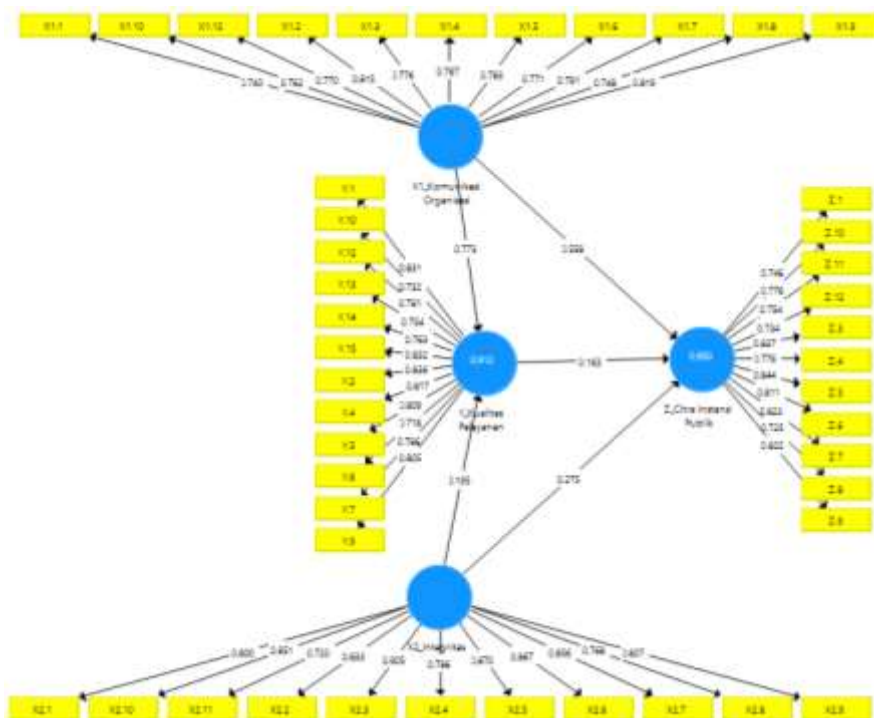


Figure 1. Outer Model of Research in SmartPLS 3

Based on the data processing results using PLS presented in Figure 1 above, it is evident that all indicators in this study have outer loading values greater than the rule of thumb  $> 0.70$ . The lowest outer loading value is found in indicator Y.6, with an outer loading of 0.716, while the highest is found in indicator X2.3, with an outer loading of 0.905. Theoretically, if the outer loading value exceeds the rule of thumb  $> 0.70$ , it can be stated that the indicator meets the requirements for Convergent Validity within an acceptable and good category. Therefore, this study can proceed to the next stage of validity testing.

**b. Structural Model Test Results (Inner Model)**

**1) R-Square value (Coefficient of determination)**

The results of the R-square value can be seen in the table below as follows:

Variabel	R Square
Y_ Service Quality	0,912
Z_Public Institution Image	0,950

Source: SmartPLS 3.0 output (2025).

Based on the data processing results in the table above, the service quality variable has an R-square value of 0.912, which means that the service quality variable can be explained by the constructs of organizational communication and integrity with a percentage of 91.2%. Meanwhile, the public institution image variable has an R-square value of 0.950, indicating that it can be explained by the constructs of organizational communication, integrity, and service quality with a percentage of 95%. Therefore, it can be concluded that the results of the structural model test (inner model) for the service quality and public institution image variables fall into the 'strong' model category.

## 2) F-Square Value ( $f^2$ Effect Size)

The results of the F-square value can be seen in the table below as follows:

**Table 4. F-Square Value**

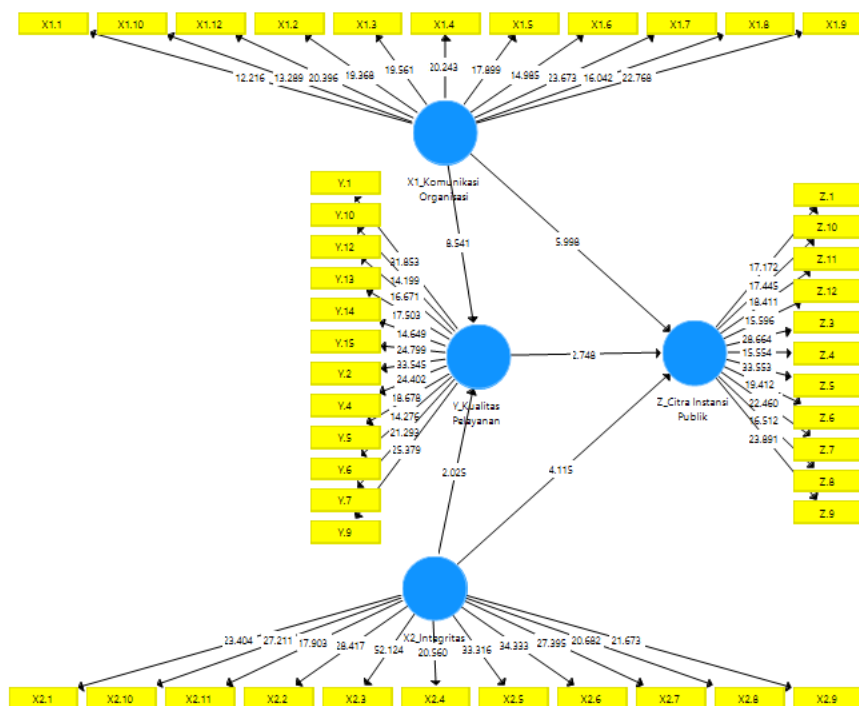
	Y_Service Quality	Z_Public Institution Image
<b>X1_Organizational Communication</b>	<b>1,057</b>	<b>0,472</b>
<b>X2_Integrity</b>	0,067	<b>0,220</b>
<b>Y_Service Quality</b>		0,047

Source: SmartPLS 3.0 output (2025).

Based on the F-Square ( $f^2$ ) analysis results presented in Table 4, it is known that the organizational communication variable has a very large effect on the service quality variable, with an  $f^2$  value of 1.057, as well as a substantial effect on the public institution image variable, with an  $f^2$  value of 0.472. This indicates that organizational communication plays a crucial role in shaping both service quality and the public's positive perception of the institution. Furthermore, the integrity variable has a small effect on service quality, with an  $f^2$  value of 0.067, but shows a strong influence on the image of public institutions, with an  $f^2$  value of 1.220. This means that integrity is more significantly reflected in building public trust and institutional image rather than directly affecting service aspects. Meanwhile, the service quality variable has a small effect on the public institution image, with an  $f^2$  value of 0.047. These findings indicate that although service quality does influence institutional image, its impact is not as strong as that of organizational communication or employee integrity.

### c. Hypothesis Testing Results

The next step is to test the significance representing the hypothesized relationships between constructs or to examine the influence between variables through path coefficients using the bootstrapping procedure. The subsequent step involves reviewing the bootstrapping output to observe the T-statistic values.



**Figure 2. Research Construct Relationship Model Using Bootstrapping Method**

Based on the bootstrapping output as in Figure 2 above, the results of the hypothesis testing in this study are also summarized in the following table.

**Table 5. Hypothesis Test Result**

Hipotesis	Path Coefficient	T-Statistics	P Value	Ket.
H1 : OC -> SQ	0,773	8,541	0,000	Accepted
H2 : IT -> SQ	0,195	2,025	0,044	Accepted
H3 : OC -> PII	0,558	5,998	0,000	Accepted
H4 : IT -> PII	0,275	4,115	0,000	Accepted
H5 : SQ -> PII	0,163	2,748	0,007	Accepted
H6 : OC -> SQ -> PII	0,126	2,476	0,014	Accepted
H7 : IT -> SQ -> PII	0,183	2,004	0,048	Accepted

Keterangan: Oc = Organizational Communication; IT = Integrit; sq = Service Quality; PII = Public Institution Image

Source: SmartPLS 3.0 output (2025).

The results of the direct and indirect hypothesis testing show that the T-statistic values are greater than the rule of thumb (1.96) and the p-values are less than 0.05 (5%). Based on these results, it can be concluded that all direct and indirect effect hypotheses are accepted.

## Discussion

### The Influence of Organizational Communication on Service Quality

The results of the hypothesis testing indicate that organizational communication has a positive and significant influence on the quality of services at the Education Office of Tanjung Jabung Barat Regency. This explains that the more effective the communication established within the organization whether among employees, between supervisors and subordinates, or in delivering information to the public the better the quality of service that can be provided. These results are consistent with previous studies by Priatna (2008), Dekawati (2018), and Mulawarman & Rosilawati (2014), which concluded that organizational communication has a positive and significant effect on service quality. Furthermore, these findings also support the theory put forward by Robbins & Judge (2015), which states that good communication within an organization can improve work coordination, clarify instructions, and strengthen relationships among team members, ultimately having a positive impact on service quality.

### The Influence of Integrity on Service Quality

The results of the hypothesis testing indicate that integrity has a positive and significant influence on service quality. This finding also explains that the higher the level of employee integrity, the better the quality of service provided to the public. Integrity is reflected in honest behavior, responsibility, consistency in performing duties, and a strong adherence to ethical work values. This result aligns with previous studies conducted by Lase (2021), Gusmadini & Syamsir (2020), and Prakoso et al. (2024), which concluded that when employees work responsibly and comply with regulations even without supervision, the services provided tend to be more timely, fair, and transparent. The public feels more respected and well-served because employees demonstrate a commitment to service that prioritizes the public interest. Therefore, integrity serves as a moral foundation that strengthens professionalism and trust in public service.

### The Influence of Organizational Communication on the Image of Public Institutions

The results of the hypothesis testing show that organizational communication has a positive and significant influence on the image of public institutions. This finding explains that institutions capable of establishing effective, open, and responsive communication are more likely to build a positive image in the eyes of the public. This result supports previous studies

by Holipiah et al. (2024), Mahanani et al. (2020), and Ayudia & Wulandari (2021), which concluded that good communication not only strengthens internal coordination but also influences how information, services, and policies are conveyed to the public in a transparent and easily understandable manner. When the public receives clear, fast, and accurate information from employees, trust and appreciation toward the institution increase. Conversely, ineffective communication can lead to misunderstandings, complaints, and negative perceptions of the institution. Therefore, well-structured and professional organizational communication is a key factor in creating a positive, credible, and reliable image of public institutions.

### **The Influence of Integrity on the Image of Public Institutions**

The hypothesis testing on the effect of integrity on the image of public institutions shows a positive and significant influence. This means that the higher the level of integrity demonstrated by employees, the better the institution's image in the eyes of the public. This finding reinforces the idea that integrity is a fundamental pillar in building public trust in government institutions. The result is consistent with research conducted by Wibowo & Nurjanah (2020), which states that employee integrity has a strong relationship with the public's positive perception of public organizations. Similar findings were reported by Sari & Handayani (2021), who showed that integrity has a significant impact on enhancing the reputation of public organizations, particularly in the context of transparent and accountable public service. Therefore, improving employee integrity not only affects internal performance but also directly enhances the institution's image and public trust.

### **The Influence of Service Quality on the Image of Public Institutions**

The results of hypothesis testing on the effect of service quality on the image of public institutions indicate a positive and significant relationship between the two variables. This means that the higher the quality of service provided by the institution, the better its public image in the eyes of the community. This suggests that fast, accurate, friendly, and needs-based services can create a positive perception of the institution. These findings are consistent with studies conducted by Pratiwi (2020) and Hasibuan et al. (2020), which state that public service quality plays a major role in shaping the positive image of government institutions. Similar results were also found by Prahesti et al. (2021) and Fetowin (2022), who demonstrated that high-quality service not only increases user satisfaction but also strengthens the institution's reputation and credibility in the eyes of the public.

### **The Influence of Organizational Communication Through Service Quality on the Image of Public Institutions**

The results of hypothesis testing indicate that organizational communication has a positive and significant effect on the image of public institutions through service quality. This means that the quality of communication within the organization, both vertical and horizontal, can enhance the effectiveness of public service delivery, which in turn contributes to the development of a positive institutional image. Open, clear, and responsive communication is a key element in conveying information and appropriately addressing the needs of the community.

These findings are consistent with the research conducted by Wibowo & Lestari (2021), which states that effective organizational communication can improve service quality, subsequently impacting the public's positive perception of the institution's image. Similar results were also found in a study by Fauziah & Rahman (2020), which demonstrated that good internal communication indirectly influences the image of public organizations through the quality of services provided.

## **The Influence of Integrity Through Service Quality on the Image of Public Institutions**

The results of the hypothesis testing conclude that integrity, through service quality, has a positive and significant influence on the public image of the Education Office of Tanjung Jabung Barat Regency. This finding confirms that employee integrity—reflected in honesty, responsibility, and consistency between words and actions—contributes to delivering high-quality services. Services provided with integrity offer certainty, fairness, and foster public trust, thereby strengthening the institution's positive image. This result aligns with the study by Susanto & Kartika (2019), which found that high employee integrity can enhance public trust through transparent and fair service delivery. This is further supported by Effendi & Arifin (2020), who stated that service quality, as a mediating factor of employee integrity, plays a crucial role in shaping the public's positive perception of government institutions.

## **CONCLUSION**

This study draws several conclusions based on the findings and discussion presented earlier:

1. Organizational communication, integrity, service quality, and the public image of the Education Office of Tanjung Jabung Barat Regency are perceived to be in good condition.
2. Organizational communication has a positive and significant influence on service quality at the Education Office of Tanjung Jabung Barat Regency. This indicates that the more effective the communication within the organization, the better the quality of service that can be delivered.
3. Integrity has a positive and significant influence on service quality at the Education Office of Tanjung Jabung Barat Regency. This finding suggests that the higher the level of employee integrity, the better the quality of service provided to the public.
4. Organizational communication has a positive and significant influence on the public image of the Education Office of Tanjung Jabung Barat Regency. This implies that institutions capable of establishing effective, open, and responsive communication are more likely to build a positive image in the eyes of the public.
5. Integrity has a positive and significant influence on the public image of the Education Office of Tanjung Jabung Barat Regency. This shows that the higher the level of integrity demonstrated by employees, the stronger the institution's positive image in the eyes of the community.
6. Service quality has a positive and significant influence on the public image of the Education Office of Tanjung Jabung Barat Regency. This indicates that the better the quality of services provided by employees, the more positive the public perception of the institution. Fast, accurate, friendly, and needs-based services reflect the institution's professionalism and concern for public satisfaction.
7. Organizational communication, through service quality, has a positive and significant influence on the public image of the Education Office of Tanjung Jabung Barat Regency. This means that effective internal communication contributes to improved service quality, which in turn shapes a positive public perception of the institution.
8. Integrity, through service quality, has a positive and significant influence on the public image of the Education Office of Tanjung Jabung Barat Regency. This highlights that effective internal communication within the organization not only facilitates better work coordination but also fosters the delivery of higher quality services to the public.

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